

Administrative-Internal Use Only

26 January 1976

MEMORANDUM FOR: Director of Training

SUBJECT : OTR Audit Survey -- CTP

1. The purpose of the Career Training Program is the selection, training and early career development of a small number of young professional officers who show the potential to be future managers in the Agency. The Program has always been intended to supplement and not totally supplant, the Agency's direct hiring of professionals. As Career Trainees rise by virtue of job effectiveness to levels of expert skills and management abilities, they are expected to complement the Agency's corps of specialists, promote teamwork throughout the Agency, and provide the versatility needed for the Agency to respond to new challenges in the profession and in organizational management. Therefore, excepting the DDO, the Agency Directorates do not look to the CTP to fulfill their professional manpower requirements; rather, the Directorates look to the Program to provide some but not all of their new junior professionals. If supplemental hiring remains a valid objective of the Program, the fact that the CTP provided less than 10% of Agency-wide professional gains in FY 1975 is a non sequitur. The percentage of those recruited by the Program has depended upon the excellence of the applicants, rather than a quota to be filled.

2. The utilization of the CTP by the DDO is an exception in terms of numbers involved. This Directorate does rely on the Program for a much higher number of professional hires and with the termination of programs designed to hire para-military officers and junior professionals, the DDO has increased its requirements to the CTP. At the time of the audit, DDO requirements were at their lowest ebb. Since the audit, formal DDO requirements have doubled for calendar year 1976, accompanied by the projection of a requirement of approximately 70 CT's for FY 1977. The Deputy Director of Operations, in a memorandum to the DTR dated 1 December 1975 indicated "... it is probable that we will request an additional increase in Career Trainees since we will be almost totally dependent by that time (September 1976) on the CT Program for outside hires to meet our junior operations officer needs." We can infer from

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this statement that the DDO, beyond September 1976, will necessarily rely on the CT Program for practically all of their requirements. In terms of numbers then, the CTP is presuming requirements from all Directorates amounting to approximately 90 for FY 1977. This figure appears to us to represent a significant utilization of the Program by the Directorates in the light of our objectives.

3. The CTP readily grants that professionals can be hired and placed via alternate methods at lower cost. A purpose of our Program is to place a new employee at a higher level of professional competence as a result of a rigorous selection process and comprehensive training, plus a carefully considered final placement. Admittedly this is an expensive process; we begin at the point the recruiters finish. We do point out that training costs of CT's as opposed to other professionals are on a par; only one week of CT training is unavailable to other professionals. Placement costs are obviously higher, since placement is individual and personal and the result of negotiation by staff Program Officers with the gaining component. A comparison of total costs of the CT vs. other professionals is difficult since we do not know the costs of "alternate methods." The experience of twenty-five years of Agency acceptance of the CT Program implies that the result has been worth the effort and cost. The Program can be likened to that used to select Foreign Service Officers, which would be difficult to quantify, yet appears to fill an unquestioned need.

4. We believe the CTP does provide junior professionals in response to selective requirements. It does not and was never intended to be totally responsive to Agency-wide requirements. On this score we appear to be in basic disagreement with the Audit report. The conclusions they drew must also be tempered by the new figures on requirements which were not available at the time of the audit. Other conclusions concerning total costs and performance appraisals of CT's are worthy of further scrutiny.

SIGNED

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Chief, Career Training Program

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~~1 - OTR/Registry~~

2 - CTP